

## Police Executive Research Forum Study Response Matrix

| Description   | Report Page | Disposition | Departmental Action  | Category | Committee Name                                     |
|---|-------------|-------------|----------------------|----------|--|
| Line (less serious) complaint procedures should not differentiate between complainants who want to be contacted by supervisors and those that do not.             | 55          | Accept      | Current practice     | 1        | Internal Affairs / Citizen's Advisory Action Board |
| Tactical Response Unit (TRU) should continue to work w/ community in non-enforcement activities.  | 76          | Accept      | Current practice     | 1        | Use of Force/Training                              |
| Crime tips information gathered should be standardized to maximize activities of TRU.   | 76          | Accept      | Current practice     | 1        | Use of Force/Training                              |
| The department should maintain a diverse group of officers in the TRU.  | 77          | Accept      | Current practice     | 1        | Use of Force/Training                              |
| Department should structure on-going communications among station commanders, TRU commander and residents in neighborhoods.                                       | 78          | Accept      | Current practice     | 1        | Use of Force/Training                              |
| While conducting high-risk search warrants, Narcotics Unit should continue using SWAT resources when necessary.   | 80          | Accept      | Current practice     | 1        | Use of Force/Training                              |
| As new weapons are added, adequate training and familiarization for new SWAT weapons should be provided to the members of the detail.                             | 84          | Accept      | Current practice     | 1        | Use of Force/Training                              |
| While conducting cadet training, integrate the arrest, search, and seizure learning module throughout course of instruction rather than as a single, large block. | 88          | Accept      | Current practice     | 1        | Use of Force/Training                              |
| Establish guidance regarding the duration of CED (Taser) activations.   | 27          | Accept      | Policy Reinforcement | 1        | Use of Force/Training                              |
| Department should prohibit multiple simultaneous taser activations on the same individual.  | 27          | Accept      | Policy Reinforcement | 1        | Use of Force/Training                              |
| Department should require supervisors to respond to scene after a CED (Taser) activation.   | 27          | Accept      | Policy Reinforcement | 1        | Use of Force/Training                              |

### Departmental Action

**Current Practice** - current actions/practices that may or may not rise to the level necessitating written policy.

**Policy Reinforcement** - guidelines exist elsewhere within the department's written directives (i.e. Standard Operating Procedures {SOP} or General Manual)

### Colors

Accept

Further Study

Not Recommended at this time

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| Internal Affairs Standard Operating Procedures (SOP) and the SAPD General Manual should be reviewed and updated annually.  | 45          | Accept      | Policy Reinforcement | 1        | Internal Affairs / Citizen's Advisory Action Board |
| Complaint process should more thoroughly describe processes for non-specific (Line C) complaints.  | 46          | Accept      | Policy Reinforcement | 1        | Internal Affairs / Citizen's Advisory Action Board |
| All line complaints, not just those sustained, should be included in the Early Intervention System (EIS).  | 47          | Accept      | Policy Reinforcement | 1        | Internal Affairs / Citizen's Advisory Action Board |
| The Department should be open to accepting complaints and conducting interviews at locations, other than the Internal Affairs office, convenient to complainants and witnesses.                      | 49          | Accept      | Policy Reinforcement | 1        | Internal Affairs / Citizen's Advisory Action Board |
| When giving a statement to an Internal Affairs investigator, a complainant's interview should not be terminated except in cases where his/her counsel interferes with the attainment of a statement. | 49          | Accept      | Policy Reinforcement | 1        | Internal Affairs / Citizen's Advisory Action Board |
| The Internal Affairs Unit should make a greater effort to contact non-cooperative complainants.  | 52          | Accept      | Policy Reinforcement | 1        | Internal Affairs / Citizen's Advisory Action Board |
| The Internal Affairs Director should continue to review all completed Internal Affairs cases   | 52          | Accept      | Policy Reinforcement | 1        | Internal Affairs / Citizen's Advisory Action Board |
| Supervisors not assigned to the Internal Affairs Unit, should take all complaints from any complainant and forward the information to the Internal Affairs Unit for a formal investigation.          | 56          | Accept      | Policy Reinforcement | 1        | Internal Affairs / Citizen's Advisory Action Board |
| All members of the Chief's Advisory Action Board shall sign an affidavit of confidentiality.   | 69          | Accept      | Policy Reinforcement | 1        | Internal Affairs / Citizen's Advisory Action Board |

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| All members of the Chief's Advisory Action Board should be present to conduct a hearing.  | 70          | Accept      | Policy Reinforcement      | 1        | Internal Affairs / Citizen's Advisory Action Board |
| The TRU Captain should continue working with the Internal Affairs Unit (IAU) to identify patterns of behavior that results in complaints and take timely and appropriate action.                                | 76          | Accept      | Policy Reinforcement      | 1        | Use of Force/Training                              |
| TRU supervisors and managers should be accountable for activity of their officers.  | 76          | Accept      | Policy Reinforcement      | 1        | Use of Force/Training                              |
| TRU supervisors and managers must distinguish between mandatory and discretionary overtime.   | 77          | Accept      | Policy Reinforcement      | 1        | Use of Force/Training                              |
| When SWAT is not needed, the Narcotics Unit should have uniform personnel present when conducting forcible entry search warrants.   | 80          | Accept      | Policy Reinforcement      | 1        | Use of Force/Training                              |
| Supervisors should have knowledge of those detectives in the unit that carry personal and/or second weapon for officer safety purposes and to ensure detectives are in compliance with departmental directives. | 81          | Accept      | Policy Reinforcement      | 1        | Use of Force/Training                              |
| There should be a directive outlining the circumstances and types of "routine" incidents where SWAT should be deployed versus using the resources of the initiating detail.                                     | 84          | Accept      | Policy Reinforcement      | 1        | Use of Force/Training                              |
| The 2008 "Patrol" In-Service Firearms Training module should be required for all departmental sworn personnel, not just Patrol Officers.  | 89          | Accept      | Policy Reinforcement      | 1        | Use of Force/Training                              |
| The department should create a written directive requiring all newly appointed civilian personnel to receive information regarding the agency's role, purpose, goals, policies                                  | 93          | Accept      | Policy Reinforcement      | 1        | Use of Force/Training                              |
| All training lesson plans should follow "2008 Patrol In-Service Firearms Training" format.  | 88          | Accept      | Lesson plan to be revised | 2        | Use of Force/Training                              |
| Lesson plans should include more than the recitation of law. They should include discussion points, examples and scenarios  | 88          | Accept      | Lesson plan to be revised | 2        | Use of Force/Training                              |
| All pages in a lesson plan should be numbered.  | 88          | Accept      | Lesson plan to be revised | 2        | Use of Force/Training                              |
| "Arrest, Search, and Seizure In-Service Lesson Plan" should be in the same format as the "2008 Patrol In-Service Firearms Training."  | 89          | Accept      | Lesson plan to be revised | 2        | Use of Force/Training                              |
| The Arrest, Search & Seizure Training Bulletin should be developed as a formal lesson plan. In addition, the lesson plan should be mandatory as part of In-Service.   | 89          | Accept      | Lesson plan to be revised | 2        | Use of Force/Training                              |
| Each training bulletin should have numbered pages.  | 89          | Accept      | Lesson plan to be revised | 2        | Use of Force/Training                              |

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| Description   | Report Page | Disposition | Departmental Action       | Category | Committee Name        |
|---|-------------|-------------|---------------------------|----------|-----------------------|
| The Department should update references in the "Force Options Lesson Plan" used during cadet training.  | 90          | Accept      | Lesson plan to be revised | 2        | Use of Force/Training |
| Revise "Force Options Lesson Plan" format to be consistent with "2008 Patrol In-Service Firearms Training" format.  | 90          | Accept      | Lesson plan to be revised | 2        | Use of Force/Training |
| In the "Force Options Lesson Plan" change the graphic used to illustrate the use-of-force continuum.  | 90          | Accept      | Lesson plan to be revised | 2        | Use of Force/Training |
| Required proficiency scores should be included in the "Force Options Lesson Plan."  | 90          | Accept      | Lesson plan to be revised | 2        | Use of Force/Training |
| "Force Options Lesson Plan" language should substitute "less lethal" for "less-than-lethal."  | 90          | Accept      | Lesson plan to be revised | 2        | Use of Force/Training |
| Correct pages 14-15 in the "Force Options Lesson Plan."   | 90          | Accept      | Lesson plan to be revised | 2        | Use of Force/Training |
| "Force Options Lesson Plan" should describe specific SAPD procedures following an officer involved shooting.  | 90          | Accept      | Lesson plan to be revised | 2        | Use of Force/Training |
| "Emergency Vehicle Response Lesson Plan" should include the number of hours each cadet will actually be driving.  | 90          | Accept      | Lesson plan to be revised | 2        | Use of Force/Training |
| All "Emergency Vehicle Response Lesson Plan" pages should be numbered.  | 91          | Accept      | Lesson plan to be revised | 2        | Use of Force/Training |
| Revise "Emergency Vehicle Response Lesson Plan" format to be consistent with "2008 Patrol In-Service Firearms Training" format.   | 91          | Accept      | Lesson plan to be revised | 2        | Use of Force/Training |
| "General Manual Lesson Plan" should include examples and scenarios in which the directives are applied.   | 91          | Accept      | Lesson plan to be revised | 2        | Use of Force/Training |
| <b>Summary Training Recommendation:</b> Improve descriptive sections of lesson plans, consistent format, page numbers, provide criteria for passing tests and use gender neutral language.  | 91          | Accept      | Lesson plan to be revised | 2        | Use of Force/Training |
| <b>Summary Training Recommendation:</b> Each lesson plan should provide examples and scenarios so that trainees can understand how the concepts operate in practice.  | 92          | Accept      | Lesson plan to be revised | 2        | Use of Force/Training |
| <b>Summary Training Recommendation:</b> Lesson plans should be instructor independent so they provide adequate guidance for a new instructor. Lesson Plans should also be prepared as a handout to each trainee so that the trainees have a reference document for the topic. | 92          | Accept      | Lesson plan to be revised | 2        | Use of Force/Training |
| <b>Summary Training Recommendation:</b> Each lesson plan format should include a section that describes the qualifications required for the instructor of the lesson.   | 92          | Accept      | Lesson plan to be revised | 2        | Use of Force/Training |

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| Description   | Report Page | Disposition | Departmental Action  | Category | Committee Name                                     |
|---|-------------|-------------|----------------------|----------|--|
| Procedure 309 (Weapons) should include additional details on weapons and ammunition used by members of tactical teams and other specialized personnel. It should be amended to include an accurate listing of the departmental arsenal used by each specialized unit that has weapons other than those issued to patrol officers. This inventory of weapons is intended to be exclusively for the internal knowledge and accountability of the department and will serve to provide in a single source a list of all authorized weapons and equipment and the requirements for use. | 21          | Accept      | Policy to be revised | 2        | General Manual                                     |
| The Use of Force Policy should use the term "less lethal" instead of "non-deadly."  | 23          | Accept      | Policy to be revised | 2        | General Manual                                     |
| Update the types of calls the Officer Involved Shooting Team will respond to and investigate.   | 31          | Accept      | Policy to be revised | 2        | General Manual                                     |
| Police Commanders should respond to the scene of all Officer Involved Shootings.  | 31          | Accept      | Policy to be revised | 2        | General Manual                                     |
| Internal Affairs should respond to scene of Officer Involved Shootings.   | 31          | Accept      | Policy to be revised | 2        | General Manual                                     |
| Any officer discharging his duty weapon should report the discharge to his supervisor.  | 31          | Accept      | Policy to be revised | 2        | General Manual                                     |
| An Officer Involved Shooting Investigation should have three components; 1) investigation of criminal offense leading to the incident; 2) and administrative investigation into the officer's action; and 3) training and tactical opportunities.   | 31          | Accept      | Policy to be revised | 2        | General Manual                                     |
| The Department should establish parameters or restrictions on using a CED (Taser) on a person operating a self-propelled vehicle (bicycle).   | 26          | Accept      | Policy to be revised | 2        | Use of Force/Training                              |
| The department should provide expanded guidance for its officers regarding shooting at moving vehicles:   | 28          | Accept      | Policy to be revised | 2        | Use of Force/Training                              |
| - Stay out of the path;   | 28          | Accept      | Policy to be revised | 2        | Use of Force/Training                              |
| - Employ reasonable means available to move;  | 28          | Accept      | Policy to be revised | 2        | Use of Force/Training                              |
| - Will intentionally place self in harm's way.  | 28          | Accept      | Policy to be revised | 2        | Use of Force/Training                              |
| Eliminate reference to Professional Standard Section Commander Captain from Internal Affairs Standard Operating Procedure (SOP).  | 44          | Accept      | Policy to be revised | 2        | Internal Affairs / Citizen's Advisory Action Board |

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| Description   | Report Page | Disposition | Departmental Action  | Category | Committee Name                                     |
|---|-------------|-------------|----------------------|----------|--|
| Update Internal Affairs SOP to revise Unit Director Lieutenant duties.  | 44          | Accept      | Policy to be revised | 2        | Internal Affairs / Citizen's Advisory Action Board |
| Change terminology from Employee "Early Warning" System to "Early Intervention."  | 45          | Accept      | Policy to be revised | 2        | Internal Affairs / Citizen's Advisory Action Board |
| Update responsibilities of Internal Affairs Administrative Sergeant.  | 45          | Accept      | Policy to be revised | 2        | Internal Affairs / Citizen's Advisory Action Board |
| Update Internal Affairs Standard Operating Procedures Manual to reflect current structure and statistical duties.   | 45          | Accept      | Policy to be revised | 2        | Internal Affairs / Citizen's Advisory Action Board |
| Update Internal Affairs Standard Operating Procedures Manual to include the Early Intervention System files.  | 45          | Accept      | Policy to be revised | 2        | Internal Affairs / Citizen's Advisory Action Board |
| The following procedures should be updated to reflect the current structure in the Internal Affairs Unit: 104, 105, 106, 108, 109, 110, 112, 114, and 116. Language referencing the Professional Standards Commander should be revised. | 46          | Accept      | Policy to be revised | 2        | Internal Affairs / Citizen's Advisory Action Board |
| Update performance measures annually within Internal Affairs Standard Operating Procedures Manual.  | 46          | Accept      | Policy to be revised | 2        | Internal Affairs / Citizen's Advisory Action Board |
| The Internal Affairs Unit should require contact by an Internal Affairs investigator in 3 working days in lieu of the current standard of 24 hours.   | 50          | Accept      | Policy to be revised | 2        | Internal Affairs / Citizen's Advisory Action Board |
| When conducting Internal Affairs investigations, Internal Affairs investigations should not include lesser offenses in list of allegations, unless they are related to the substance of the allegation                                  | 50          | Accept      | Policy to be revised | 2        | Internal Affairs / Citizen's Advisory Action Board |

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| Description   | Report Page | Disposition | Departmental Action  | Category | Committee Name                                     |
|---|-------------|-------------|----------------------|----------|--|
| The Department should change language in the "Notifying Complainant/Witness" Procedure from "sworn affidavit" to "statement."   | 51          | Accept      | Policy to be revised | 2        | Internal Affairs / Citizen's Advisory Action Board |
| Eliminate reference to Professional Standards Commander in the Internal Affair Standard Operating Procedures Manual.  | 53          | Accept      | Policy to be revised | 2        | Internal Affairs / Citizen's Advisory Action Board |
| Disciplinary procedures should include all aspects of the appeal process in one document.   | 55          | Accept      | Policy to be revised | 2        | Internal Affairs / Citizen's Advisory Action Board |
| The Department Disciplinary Procedure should require any dismissed employee to receive a written statement on the reason(s) of dismissal, date of dismissal, and benefits afforded after dismissal. | 55          | Accept      | Policy to be revised | 2        | Internal Affairs / Citizen's Advisory Action Board |
| Policies pertaining to employee discipline should use the terms "intervention" and "performance problems" instead of "warning" and "problem officers."  | 68          | Accept      | Policy to be revised | 2        | Internal Affairs / Citizen's Advisory Action Board |
| The Department's Employee Intervention System Coordinator serve as the Employee Intervention Board Secretary.   | 70          | Accept      | Policy to be revised | 2        | Internal Affairs / Citizen's Advisory Action Board |
| Members of Narcotics Unit should debrief after all tactical incidents.  | 80          | Accept      | Policy to be revised | 2        | Use of Force/Training                              |
| The Repeat Offenders Program (ROP) Unit should routinely debrief after all incidents.   | 86          | Accept      | Policy to be revised | 2        | Use of Force/Training                              |
| The ROP Unit should continue the use of SWAT to perform dynamic entries of high risk locations.   | 86          | Accept      | Policy to be revised | 2        | Use of Force/Training                              |
| The ROP Unit should regularly train as a team on entries that do not rise to the level of SWAT.   | 87          | Accept      | Policy to be revised | 2        | Use of Force/Training                              |
| Training should be completed by all members of ROP Unit on the use and application of additional equipment issued to the unit, prior to being deployed in the field.                                | 87          | Accept      | Policy to be revised | 2        | Use of Force/Training                              |



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| Description   | Report Page | Disposition | Departmental Action  | Category | Committee Name                                     |
|---|-------------|-------------|----------------------|----------|--|
| The Department should revise the General Manual Lesson Plan to replace Early Warning Procedure with Early Intervention System.  | 91          | Accept      | Policy to be revised | 2        | Use of Force/Training                              |
| Replace the word "accident" with the words "crash" or "collision" within the General Manual Lesson Plan.  | 91          | Accept      | Policy to be revised | 2        | Use of Force/Training                              |
| Create a written directive establishing agency policy for remedial training.  | 93          | Accept      | Policy to be revised | 2        | Use of Force/Training                              |
| Provide job-related training to all newly promoted personnel, prior to, or within, first year of promotion.   | 93          | Accept      | Policy to be revised | 2        | Use of Force/Training                              |
| CED (Taser) parameters should be established, such as requiring a single activation with a pause to establish whether any additional activations are necessary.                                 | 26          | Accept      | Assign to Committee  | 3        | Use of Force/Training                              |
| The Police Department's Training Section that reviews all Officer Involved Shootings should be formalized.  | 32          | Accept      | Assign to Committee  | 3        | General Manual                                     |
| SAPD's Officer Involved Shooting Team Training curriculum should include the new response criteria.   | 32          | Accept      | Assign to Committee  | 3        | General Manual                                     |
| The Department should accept officer misconduct complaint forms through mail and internet, and should revise its brochure to include a complaint form available on-line, in multiple languages. | 49          | Accept      | Assign to Committee  | 3        | Internal Affairs / Citizen's Advisory Action Board |
| The Chief's Advisory Action Board should promote making the disciplinary process transparent and stress importance of community involvement.  | 60          | Accept      | Assign to Committee  | 3        | Internal Affairs / Citizen's Advisory Action Board |
| The Department should conduct an aggressive recruitment campaign for applicants to the Chief's Advisory Action Board.   | 61          | Accept      | Assign to Committee  | 3        | Internal Affairs / Citizen's Advisory Action Board |
| The Chief's Advisory Action Board participants should be representative of San Antonio's diversity.   | 61          | Accept      | Assign to Committee  | 3        | Internal Affairs / Citizen's Advisory Action Board |
| SAPD should create a formal case management system for line complaints (less serious complaint) and require notification of the outcome to the complainant.                                     | 65          | Accept      | Assign to Committee  | 3        | Internal Affairs / Citizen's Advisory Action Board |



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| Description   | Report Page | Disposition | Departmental Action             | Category | Committee Name                                     |
|---|-------------|-------------|---------------------------------|----------|--|
| The Police Department's Annual Internal Affairs Report should include information on the disposition of line, as well as, formal complaints.  | 65          | Accept      | Assign to Committee             | 3        | Internal Affairs / Citizen's Advisory Action Board |
| SAPD's internet homepage should include Internal Affairs Annual Report.   | 66          | Accept      | Assign to Committee             | 3        | Internal Affairs / Citizen's Advisory Action Board |
| The Police Department should decide what information needs to go into the Employee Intervention System case file.   | 68          | Accept      | Assign to Committee             | 3        | Internal Affairs / Citizen's Advisory Action Board |
| The Department should add additional indicators to the Early Intervention System.   | 68          | Accept      | Assign to Committee             | 3        | Internal Affairs / Citizen's Advisory Action Board |
| The Department's Early Intervention System should also track "associated" factors, i.e. officer compliments, department commendations and awards.                                   | 68          | Accept      | Assign to Committee             | 3        | Internal Affairs / Citizen's Advisory Action Board |
| Tactical Response Unit Detectives should work weekends in order to improve the units efficiency.  | 77          | Accept      | Assign to Committee             | 3        | Use of Force/Training                              |
| Police Officer Suspensions should remain on record for 3 years rather than 2 years.   | 52          | Accept      | Collective Bargaining Agreement | 4        | Internal Affairs / Citizen's Advisory Action Board |
| The City should collectively bargain with the San Antonio Police Officers Association (SAPOA) to eliminate their ability to select/strike members of Chief's Advisory Action Board. | 60          | Accept      | Collective Bargaining Agreement | 4        | Internal Affairs / Citizen's Advisory Action Board |

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| Description   | Report Page | Disposition | Departmental Action             | Category | Committee Name                                     |
|---|-------------|-------------|---------------------------------|----------|--|
| The Police Chief should name one additional community member to Chief's Advisory Action Board.  | 61          | Accept      | Collective Bargaining Agreement | 4        | Internal Affairs / Citizen's Advisory Action Board |
| The Police Department's Citizen Advisory Action Board should allow a complainant to be accompanied by a person not acting as an attorney when appearing before the Board. | 62          | Accept      | Collective Bargaining Agreement | 4        | Internal Affairs / Citizen's Advisory Action Board |

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|---|-------------|-----------------------|--|----------|--|
| Officers should be required to carry 2 intermediate weapons.  | 23          | Assigned to Committee | Review for number of officer's already following practice.     | 3        | General Manual                                     |
| Although, the SAPD does limit the use of CED (Taser) against pregnant women, youth, the elderly and handcuffed subjects the directive does not specifically provide guidance on use against visibly frail persons of any age or on persons known to be under the influence of drugs. Both the recruit and in-service training should include discussion about CED usage in those situation. | 26          | Assigned to Committee | Review for best implementation practices                       | 3        | Use of Force/Training                              |
| CED (Taser) activations should have its own specific policy.  | 27          | Assigned to Committee | For creation of policy.  | 3        | Use of Force/Training                              |
| - Firearms shall not be discharged at a moving vehicle unless: a person in the vehicle is immediately threatening the officer or another person with deadly force by means other than the vehicle itself.   | 28          | Assigned to Committee | Review recommendation, consider implementation or alternatives | 3        | Use of Force/Training                              |
| All Internal Affairs Investigators should serve in the office for a maximum of 5 years.   | 45          | Assigned to Committee | Review recommendation, consider implementation or alternatives | 3        | Internal Affairs / Citizen's Advisory Action Board |
| The current policy pertaining to line (less serious) complaints should use the term "employees" instead of "officers."  | 47          | Assigned to Committee | Create implementation plan.                                    | 3        | Internal Affairs / Citizen's Advisory Action Board |
| The Department should remove language concerning Aggravated Perjury. Instead, they should treat the consequences of providing maliciously false statements in an Internal Affairs investigation as submitting a false police report.  | 48          | Assigned to Committee | Review alternatives in accordance with state law               | 3        | Internal Affairs / Citizen's Advisory Action Board |
| Signed complaint statements should be written in the spoken language of the complainant.  | 49          | Assigned to Committee | Create implementation plan.                                    | 3        | Internal Affairs / Citizen's Advisory Action Board |
| The complainant should receive signed copy of his/her statement.  | 49          | Assigned to Committee | Create implementation plan.                                    | 3        | Internal Affairs / Citizen's Advisory Action Board |
| The Internal Affairs Investigator (Sergeant) should include his/her finding for each allegation he/she is investigating.  | 50          | Assigned to Committee | Review recommendation, consider implementation or alternatives | 3        | Internal Affairs / Citizen's Advisory Action Board |

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|---|-------------|-----------------------|--|----------|--|
| The aggravated perjury statement should be removed from statement information sheet.  | 51          | Assigned to Committee | Create implementation plan.              | 3        | Internal Affairs / Citizen's Advisory Action Board |
| Any complainant who elects to waive a complaint should be given a copy of the Complaint Waiver.   | 51          | Assigned to Committee | Create implementation plan.              | 3        | Internal Affairs / Citizen's Advisory Action Board |
| The description of the "Process for Filing a Formal Complaint" found in Internal Affairs brochures should be changed.   | 51          | Assigned to Committee | For creation of new brochure.            | 3        | Internal Affairs / Citizen's Advisory Action Board |
| SAPD's Early Intervention Board should include civilian employees.  | 69          | Assigned to Committee | Review for best implementation practices | 3        | Internal Affairs / Citizen's Advisory Action Board |
| The make-up of the Police Department's Early Invention Board should consist of the subject's captain; training lieutenant; immediate supervisor; Early Intervention System Coordinator; Department staff psychologist; and a non-voting specialist. | 69          | Assigned to Committee | For creation of policy.                  | 3        | Internal Affairs / Citizen's Advisory Action Board |
| The Early Intervention Board's Chairman should be the employee's captain.   | 69          | Assigned to Committee | For creation of policy.                  | 3        | Internal Affairs / Citizen's Advisory Action Board |
| All members of the Early Intervention Board, except specialist, should be voting members.   | 70          | Assigned to Committee | For creation of policy.                  | 3        | Internal Affairs / Citizen's Advisory Action Board |
| The Early Intervention System Coordinator should inform the employee's captain and Supervisor of any additional incidents during the plan of action.  | 70          | Assigned to Committee | For creation of policy.                  | 3        | Internal Affairs / Citizen's Advisory Action Board |
| Employees entered in the Early Intervention System should have his/her supervisor update the employee's captain and the Early Intervention Board Coordinator on a weekly basis.   | 70          | Assigned to Committee | Create implementation plan.              | 3        | Internal Affairs / Citizen's Advisory Action Board |

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|--|-------------|-----------------------|--|----------|-----------------------|
| The Department should improve relations between Patrol and the Tactical Response Unit.                                 | 77          | Assigned to Committee | Review for best implementation practices                       | 3        | Use of Force/Training |
| The Department should change Tactical Response Unit partners at regular intervals.                                     | 77          | Assigned to Committee | Review recommendation, consider implementation or alternatives | 3        | Use of Force/Training |
| The Department should integrate more Patrol officers in the Tactical Response Unit by utilizing temporary assignments. | 77          | Assigned to Committee | Review for best implementation practices                       | 3        | Use of Force/Training |
| CEDs (Tasers) should be mandatory equipment for all Tactical Response Unit Officers.                                   | 77          | Assigned to Committee | Review for number of officer's already following practice.     | 3        | Use of Force/Training |
| The following taught curriculums should require 100% mastery:  | 89          |                       |  |          | Use of Force/Training |
| - The definition of deadly force;  | 90          | Assigned to Committee | Review for best implementation practices                       | 3        | Use of Force/Training |
| - Identifying when use of deadly force is authorized;  | 90          | Assigned to Committee | Review for best implementation practices                       | 3        | Use of Force/Training |
| - Identifying a person's intent for discharging a firearm;   | 90          | Assigned to Committee | Review for best implementation practices                       | 3        | Use of Force/Training |
| - Identifying circumstances when firearm is not discharged; and  | 90          | Assigned to Committee | Review for best implementation practices                       | 3        | Use of Force/Training |
| - List 4 cardinal rules of firearm safety.   | 90          | Assigned to Committee | Review for best implementation practices                       | 3        | Use of Force/Training |
| The Department should consider whether a Skid Control Plan should include material for front-wheel drive vehicles.     | 91          | Assigned to Committee | For creation of policy.  | 3        | Use of Force/Training |

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| Description  | Report Page | Disposition                  | Justification  |
|--|-------------|------------------------------|--|
| The Internal Affairs Administrative Sergeant should be responsible for assigning phone duty, rather than the Unit Director (Lt.).            | 46          | Not Recommended at this time | The unit director should retain the ability to delegate job assignments based on current workload within the unit.   |
| All line (less serious) complaints, not just those sustained, should be listed on employees résumé card.                                     | 47          | Not Recommended at this time | All future complains will be available by way of electronic documentation in the officer's record through the use of the IAPro Software Program currently being implemented. |
| The Chief's Advisory Action Board should only review those cases where the Internal Affairs Investigator (Sergeant) sustained the complaint. | 50          | Not Recommended at this time | The Chief's Advisory Action Board should continue the current practice of reviewing all cases.   |
| The Department should create a disciplinary matrix.  | 56          | Not Recommended at this time | The police department will initiate discussions with SAPOA to examine the possibility of creating a disciplinary matrix to serve as a reference tool for the Chief of Police |
| The Citizen's Advisory Action Board should review all sustained cases by the Internal Affairs Investigator.                                  | 61          | Not Recommended at this time | The Citizen's Advisory Action Board should continue the current practice of reviewing all cases.   |
| Members of the Tactical Response Unit should wear standard SAPD uniform, including patches.  | 77          | Not Recommended at this time | Members of TRU wear uniforms that are consistent within their Division   |
| At critical situations, only trained negotiators should have direct contact with suspects or hostages.                                       | 84          | Not Recommended at this time | First responders must have the ability to properly and effectively assess the situation to provide initial information/intelligence to the Hostage Negotiation Detail.       |

### Anticipated Completion Dates

Category 1 - September 2008

Category 2 - December 2008

Category 3 - March 2009

Category 4 - Next Contract Negotiation